

national institutes  
of health 2003

# Senior Leadership Program

The achievement of our scientific goals at NIH is linked inextricably to the leadership we foster among our scientists and administrators. NIH's leadership challenges are unique in many respects: we must excel as scientific entrepreneurs while managing within the rules and regulations of the federal government; we must recognize and leverage our common interests across the ICs; and, increasingly, we must lead staff at all levels to welcome and seize the opportunities inherent in change.

Since 2001, the NIH Senior Leadership Program has assisted our senior scientists and administrators in developing the leadership competencies necessary to meet these and other leadership challenges at NIH. ICs are invited to nominate a team of senior scientists and administrators to participate in the NIH 2003 Senior Leadership Program, which will be running this fall. The class will consist of a roughly 50-50 mix of senior scientific and administrative leaders in teams of 4 to 6 members from each of 5 to 6 ICs.

I am enthusiastic about this important educational opportunity and urge you to consider participating.



Elias A. Zerhouni, M.D.,  
Director

*"An engaging, rewarding experience! The NIH Senior Leadership Program provided me with powerful insights and practical tools for leading and managing extramural scientific programs at NIH."*

Dr. James P. Kiley,  
Director  
Division of Lung Diseases,  
National Heart, Lung,  
and Blood Institute

**LEADERSHIP FOR SCIENTIFIC ACHIEVEMENT**

# The Program

## Purpose

The NIH 2003 Senior Leadership Program provides senior NIH scientific and administrative leaders with the opportunity, working with a select group of peers and scholar-practitioners, to:

- assess individual leadership skills and attributes with data and multiple feedback opportunities, including one-on-one sessions with executive coaches
- design and implement a personal leadership development plan
- enhance capacity to lead for scientific results at NIH, including the ability to use data efficiently to drive organizational decision making
- assess and address the organizational capacities of one's IC
- develop a systematic approach to negotiation and cross-organizational ventures at NIH
- think analytically about challenges and strategies for leading organizational change at NIH
- enhance capacity to analyze and operate effectively in the political systems that impact NIH

Leadership competencies addressed in the 2003 Senior Leadership Program correspond with the following SES Executive Core Qualifications: Leading Change, Leading People, Results Driven, and Building Coalitions/Communications.

## Format

The NIH Senior Leadership Program combines case studies, interactive discussions, experiential learning, assessment data, development planning and a three-day residential retreat at the Aspen Wye River Center. The curriculum includes sessions led by renowned scholar-practitioners and leaders, as well as one-on-one feedback sessions conducted by feedback experts. A lead instructor/facilitator provides continuity throughout the program.

*"The faculty is outstanding and the customized curriculum is well researched and skillfully designed to address the challenges of leadership at NIH. Our leadership team had an invaluable learning experience that is directly benefitting our IC."*

Judith Duff,  
Executive Officer  
National Eye Institute

## Registration

### Who

Senior NIH scientists and administrators (executive committee members, scientific directors, division directors, SES/SBRS, Senior Title 42 or 38, and executive officers), nominated by their IC.

### How

Course Number: 6600

Course Title: NIH Senior Leadership Program

**Nomination Deadline: July 15, 2003**

To register, submit a training nomination through your Institute or Center (IC) using the NIH Integrated Training System (NIHITS).

### Cost

\$7,700 (all-inclusive)

## Contact Information

For further information, please contact: Vickie Baldwin  
NIH Office of Human Resources  
Phone: 301-496-6211  
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The NIH Senior Leadership Program was created by the NIH Office of Human Resources, Training and Development Branch, in partnership with the University of Maryland.

# Program Schedule

## Day 1

OPENING SESSION  
TUESDAY, AUGUST 26, 2003  
9-11 AM  
WILSON HALL, BUILDING 1

### FEATURES

- Introductions and program overview
- Survey of NIH leadership challenges
- Distribution of assessment tools

## Days 2-4

RESIDENTIAL RETREAT  
SEPTEMBER 28-30, 2003  
ASPEN WYE RIVER CONFERENCE CENTER  
QUEENSTOWN, MARYLAND

### FEATURES

- Learning emotional intelligence
- Assessment data
- Videotaping and activities
- One-on-one feedback with executive coaches
- Draft leadership development plan

## Days 5-6

OCTOBER 14-15, 2003  
TUESDAY AND WEDNESDAY  
8:30 AM - 4:30 PM  
INN AND CONFERENCE CENTER  
COLLEGE PARK, MARYLAND

### FEATURES

- Leading for results
- Performance accountability
- Data-based decision making
- Assessing the organizational capacities of the Institute/Center

## Days 7-8

NOVEMBER 5, 2003  
WEDNESDAY  
8:30 AM - 4:30 PM  
INN AND CONFERENCE CENTER  
COLLEGE PARK, MARYLAND

### FEATURES

- Leading change at NIH
- Assessing negotiation styles

NOVEMBER 12, 2003  
WEDNESDAY  
8:30 AM - 4:30 PM  
INN AND CONFERENCE CENTER  
COLLEGE PARK, MARYLAND

### FEATURES

- Negotiation and skilled collaboration

## Days 9-10

DECEMBER 2-3, 2003  
WEDNESDAY AND THURSDAY  
8:30 AM - 4:30 PM  
INN AND CONFERENCE CENTER  
COLLEGE PARK, MARYLAND

### FEATURES

- The necessary art of persuasion
- Leveraging the romance of leadership
- Leadership in a political environment
- Leading change at the Institute/Center
- Finalize leadership development plan

# Faculty Overview

## Jay Conger

Dr. Conger is one of the world's foremost experts on leadership. An outstanding teacher, Business Week selected him as the best business school professor to teach leadership to executives. One of his eight books, *Learning to Lead* (1992), has been described by Fortune magazine as "the source" for understanding leadership development. Dr. Conger is a professor of organizational behavior at the London Business School and senior research scientist at the University of Southern California Center for Effective Organizations.

## Allen Schick

Dr. Schick is an expert on budgeting, Congress and public administration. A leading authority on federal budgeting and author of more than 100 publications, including *The Federal Budget, Politics, Policy, Process* (1995, Rev. Ed. 2000), he advises Congress on contemporary budget issues and advised the Office of Management and Budget on the implementation of the Government Performance and Results Act of 1993. Currently, Dr. Schick is researching health care legislation for a new book and directing a study of far-reaching reforms in the public sector in six countries. Dr. Schick is visiting fellow at the Brookings Institution and distinguished professor of public policy at the Maryland School of Public Affairs.

## Joyce Russell

Dr. Russell teaches and consults in the public and private sectors in human resource management, organizational behavior and industrial and organizational psychology. Her areas of expertise include leadership and management development, negotiation tactics, work teams and change management. An industrial and organizational psychologist and a distinguished teaching professor of management and organization at the Robert H. Smith School of Business, she has more than 50 publications and is honored consistently as an outstanding teacher.

## Geno Schnell

As director of organizational development and diversity at Johns Hopkins University, Dr. Schnell serves as an internal consultant in managing change and conflict and improving effectiveness. He teaches executive power and negotiation, leadership, and group project management, and specializes in the area of sociotechnical systems. Dr. Schnell is the author of a series of widely-used management development materials based on the interpersonal relations instrument known as the FIRO-B.

## William Galston

Dr. Galston served as deputy assistant to the president for domestic policy during the first Clinton administration. His areas of expertise include U.S. domestic policy, American political institutions and contemporary political and social philosophy. The author of five books and nearly 100 articles, he is a professor at the University of Maryland School of Public Affairs and the director of the university's Institute for Philosophy and Public Policy. He is also a senior advisor to the Democratic Leadership Council and Progressive Policy Institute and a member of the Aspen Institute's bipartisan Domestic Strategy Group.

# Faculty Overview continued

## Edmund Bazerghi

Dr. Bazerghi specializes in assessment-based executive coaching and developmental planning. He is chief assessor and senior feedback specialist for an affiliate of the Center for Creative Leadership and the Chief Assessor for the French Leadership Development Programs for The Niagara Institute in Canada. A psychologist in private practice, he is also the founder and director of the Center for Executive Assessment and the Mediation Center, both located in Austin, Texas.

## Mark Friedman

Mr. Friedman founded and directs the Fiscal Policy Studies Institute and consults and speaks nationally and internationally on financing human service reform, strategic planning, and results-based decision making and accountability. He served as a senior associate at the Center for the Study of Social Policy in Washington, D.C. and in the Maryland Department of Human Resources, as deputy secretary for operations and chief financial officer.

## Cecy Kuruvilla

Ms. Kuruvilla, an organizational development/diversity consultant, coaches executives on multicultural communications and cross-cultural competencies, and advises managers on conflict management/resolution strategies. She was formerly director of diversity at Freddie Mac and diversity manager of AT&T's largest business unit of 31,000 employees.

## Edward DeSeve

Professor DeSeve served as deputy director for management of the U.S. Office of Management and Budget from 1997 to 1999, the highest management position in the federal government, where he directed OMB oversight of the federal government's management, regulation, information technology, procurement and financial management policies and program evaluation practices. He also served as controller of the Office of Management and Budget, was a partner at KPMG Peat Marwick and serves on the Business Advisory Board of the National Science Foundation. Professor of the Practice, he directs the Management, Finance and Leadership Program at the Maryland School of Public Affairs.

## Philip Lee

A senior fellow at the Maryland School of Public Affairs, Mr. Lee designs, facilitates and teaches executive programs in leadership, organizational development, skilled collaboration, work process reengineering, and results-based accountability. In addition, Mr. Lee consults in the public and nonprofit sectors. Currently, Mr. Lee is assisting Maryland's state government in the implementation of results-based planning and budgeting in the area of children, youth and families. Formerly, Mr. Lee practiced law at a D.C. international law firm.

## Regina Romero

Dr. Romero specializes in organizational diagnosis, executive coaching and leadership development. A clinical psychologist, she has extensive exposure to and experience working with organizations in a wide variety of fields, including health care, education, finance, technology and telecommunications. Dr. Romero also designs and delivers leadership programs with an affiliate of the Center for Creative Leadership.